



State of California  
**Employment Training Panel**

Training Proposal for:  
**Torosian & Walter, LLP**

**Agreement Number: ET09-0269**

Panel Meeting of: **October 17, 2008**

ETP Regional Office: **Sacramento**

Analyst: K. Ohta

**PROJECT PROFILE**

Contract

Type: SB Retrainee  
SET/HUA - Retrainee

Industry

Sector(s): Finance and Insurance  
Services

Counties

Served: Fresno

Repeat

Contractor: ☐ Yes ☒ No

Union(s): ☐ Yes ☒ No

Priority

Industry: ☐ Yes ☒ No

No. Employees in CA: 40

No. Employees Worldwide: 40

Turnover Rate %	Manager/ Supervisor %
10%	N/A

**FUNDING DETAIL**

Program Costs	Substantial Contribution	Total ETP Funding
\$88,000	\$0	\$88,000

In-Kind Contribution
\$146,000

**TRAINING PLAN TABLE**

Job No.	Job Description	Type of Training	Average No. of Trainees	Range of Hours		Average Cost per Trainee	Post-Retention Wage
				Class / Lab	CBT		
1	SB/SET/HUA Retrainee	Business Skills, Commercial Skills, Computer Skills, Continuous Improvement	40	8 - 150	0	\$2,200	\$12.85
				Weighted Avg: 100			

**Minimum Wage by County:** Fresno County SET/HUA \$12.85

**Health Benefits:** ☒ Yes ☐ No This is employer share of cost for healthcare premiums – medical, dental, vision.

**Used to meet the Post-Retention Wage?:** ☒ Yes ☐ No

\$1.75 per hour may be used to meet the Post-Retention Wage.

**Other Benefits:** 401K and Profit Sharing

Wage Range by Occupation	
Occupation Title	Wage Range
Accounting	
Administration	
Bookkeeping	
Clerical	
IT Technicians	
Supervisors	

**INTRODUCTION**

In this proposal, Torosian and Walter, LLP (Torosian and Walter) seeks funding for retraining as outlined below:

Torosian and Walter was founded in 1990 by two CPAs who had cultivated their knowledge and experience by working for national accounting firms. Torosian and Walter saw the need for an accounting firm that could uniquely meet the needs of businesses in the greater Central Valley.

Torosian and Walter provide accounting, tax, and business consulting to companies in the Health Care, Construction, Technology, Manufacturing, Distribution, Professional Services, and Sport industries. It also offers tax planning and preparation, financial statement preparation, estate planning, and business and computer consulting.

Torosian and Walter is proposing a company-wide training program with the overall purpose of moving toward a high-performance workplace. Representatives state that the planned training will enable the company to become more productive and better prepared to continue to operate efficiently and effectively.

## **SET/HUA**

Under Special Employment Training (SET), a company is not required to demonstrate out-of-state competition and the trainees are not required to meet eligibility standards. This proposal has been identified for SET funds because this industry sector does not face out-of-state competition.

SET trainees are usually required to earn the statewide average hourly wage post-retention pursuant to Title 22, California Code of Regulations (CCR), Section 4409(a). However, Torosian and Walter is located in Fresno, which is a High Unemployment Area. For this reason, the trainees may earn the ETP Minimum Wage post-retention pursuant to Section 4409(b).

## **PROJECT DETAILS**

According to company representatives Torosian and Walter offers information technology services to its clients in an effort to upgrade their internal accounting and bookkeeping systems. This enhances the ability of the accounting firm to provide quick and accurate services. However, this requires Torosian and Walter to constantly upgrade its technology and software capabilities, which requires continuous training efforts.

The company has compiled an extensive computer training plan to enhance the employee's skill levels in the industry specific computer software programs such as Lacerte, PracticeCS, EngagmentCS, 1099pro, Quickbooks, and additional computer software. In addition, Torosian and Walter would like to increase employee's competence in business writing, communications, and etiquette to add the level of professionalism and service.

Torosian and Walter is proposing to train 40 full-time workers in a variety of skills such as business skills, commercial skills, computer skills, and continuous improvement. These training components will continue to move the company to a high performance workplace by improving the skill base of its employees and providing the highest level of customer service and quality product. According to company representatives, none of the training provided will be for continuing professional education for CPAs. Trainees will receive one or more of the following types of training:

**Business Skills** training will be taught as a method of serving the needs of the client with regard to effective communication both oral and written, as well as the handling of all internal and external customers. This training is necessary to keep the corporate culture intact through this potentially stressful period of change within the organization.

**Commercial Skills** training will be provided to all employees and will center on industry specific training to keep employees skill sets current with the requirements of the industry and with the specific contractual coverage applied to each client. The training would be guided to providing excellent service and meeting the customer's individual needs. This is necessary for the level of competence to remain high as new processes and systems are installed.

**Computer Skills** the need for this training is apparent with ongoing efforts toward continuous computer conversion and upgrades. All employees will receive upgraded training in industry specific software programs such as Lacerte, PracticeCS, 1099Pro, EgagementCS, and Quickbooks to bridge the goal of complete training for all employees.

**Continuous Improvement** this training will concentrate mostly on the re-engineering of processes to increase efficiencies and productivity. The training will be given to all employees to empower them to be change agents within the company. This training will focus on the

examination of all processes in the spirit of waste elimination. The process will be examined and dissected in relation to how it will fit into the new workflow and changes will be made or processes will be combined or eliminated as a direct result.

### **Commitment to Training**

Torosian and Walter represents that ETP funds will not displace the existing financial commitment to training. Indeed, Torosian and Walter anticipates that the opportunity for enhanced training made possible by ETP funds will encourage an ongoing financial commitment in this area.

Torosian and Walter represents that safety training is, and will continue to be, provided in accordance with all pertinent requirements under state and federal law.

According to company officials Torosian and Walter do not have a formal budget for employee training. Necessary training is provided on an on-going basis to ensure the most updated skills in a highly competitive business. By receiving ETP funds, Torosian and Walter will be able to advance the skill levels of all of its employees and remain on the competing edge of today's workforce.

### **Frontline Worker**

The company uses several job classifications with a "supervisor" or "manager" in the title. In fact, based on the nature and scope of the job duties, these employees are eligible for overtime compensation. Therefore, they meet the Panel's definition of frontline workers. (Title 22, CCR, Section 4400(ee).)

### **RECOMMENDATION**

For the reasons set forth above, staff recommends approval of this proposal.

### **DEVELOPMENT SERVICES**

The company retained Strategic Business Solutions, LLC in Exeter to assist with development of this proposal for a flat fee of \$3,500.

### **ADMINISTRATIVE SERVICES**

The company also retained Strategic Business Solutions, LLC to perform administrative services in connection with this proposal not to exceed 13% of payment earned.

### **TRAINING VENDORS**

To Be Determined

**Exhibit B: Menu Curriculum****Class/Lab Hours**

8 - 150

**Business Skills**

- ◆ Customer Service Skills
  - \*Identifying Customer Needs
  - \*Resolving Customer Complaints
  - \*Improving Client Relations
  - \*Understanding Organizational Culture
- ◆ Written and Oral Communication

**Commercial Skills**

- ◆ Accounting Concepts and Methods
- ◆ Cost Accounting
- ◆ Financial Analysis
- ◆ Interpreting Data and Report Generation

**Computer Skills**

- ◆ Microsoft Office
- ◆ Lacerte
- ◆ PracticeCS
- ◆ 1099Pro
- ◆ EngagmentCS
- ◆ Quickbooks

**Continuous Improvement**

- ◆ Leadership Skills For Frontline Workers
- ◆ Strategic Planning
- ◆ Process Improvement
- ◆ Teambuilding